

**EXECUTIVE SECRETARIAT**  
**ROUTING SLIP**

*EM*

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	EXDIR		X		
4	D/ICS				
5	DDI				
6	DDA		X		
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers				
14	D/OLL				
15	D/PAO				
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19	NIO				
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SUSPENSE		Date			

Remarks

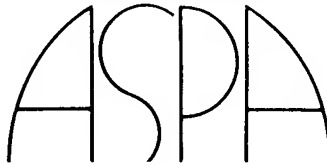
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20 May 85

Date

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**American  
Society  
For  
Public  
Administration**



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85-	2055

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May 16, 1985

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Dear Mr. Casey:

In my capacity as President of the American Society for Public Administration (ASPA), I have the privilege of bringing to your attention the enclosed resolution which has been recently adopted by the ASPA National Council encouraging the establishment of mechanisms by which alternative professional views and policy recommendations can be taken into consideration in the policy making process.

Realizing that the formal "Dissent Channel" established by the U.S. Department of State has been helpful to that effect, our Society strongly urges your organization to adopt or continue a mechanism based upon this model to make certain that top policy makers benefit from all relevant information and viewpoints prior to the enactment of new policy or in the evaluation of existing policy.

ASPA is a national non-profit professional organization dedicated to the promotion of excellence of the public service. Founded in 1939, our Society represents 17,000 members, including public administrators at all levels of government and the academic community. We stand ready to work with you in furthering the science, processes, and art of public administration.

Sincerely,

*Naomi B. Lynn*

Naomi B. Lynn  
President

enclosure



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American Society for Public Administration

RESOLUTION ON THE USE OF DISSENT CHANNELS IN GOVERNMENT

WHEREAS, the American Society for Public Administration is committed to the goal of excellence at all levels of government; and

WHEREAS, excellence in government is dependent on policy makers having access to all relevant information and viewpoints, to the extent practicable, prior to the enactment of new policy or in the evaluation of existing policy; and

WHEREAS, since 1971 the operation of the U.S. Department of State has benefited from the inclusion of a formal "Dissent Channel" to make certain that top agency officials have access to alternative professional views and policy recommendations which may not reach them through other channels; and

NOW, THEREFORE, BE IT RESOLVED that the National Council of the American Society for Public Administration:

- (1) encourages the establishment or continuation, within governmental departments or agencies, of a formal mechanism for the active solicitation of employee views and recommendations, including constructive dissent, on policy matters;
- (2) recommends that the model for such a mechanism be the U.S. Department of State's "Dissent Channel" with the understandings that:
  - (a) any such system will be adapted to the particular needs and organizational structure and environment of each agency;
  - (b) (as State Department's regulations provide) special care will always be taken not to retaliate against those who use such channels; and
  - (c) in the end, all government employees are expected to support the final policy decisions made by their agency heads;
- (3) adopts the tenets of this resolution as ASPA policy;
- (4) sends a copy of this resolution to the relevant executive and legislative leaders on the federal, state, regional and local levels; to union officials and to other akin professional organizations.

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Adopted by Policy Issues Committee  
March 23, 1985

Approved by National Council  
March 24, 1985